

DRAFT

TRADOC

ACQUISITION

REFORM

STRATEGIC

PLAN

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TRADOC ACQUISITION REFORM **STRATEGIC PLAN**

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I. Introduction

TRADOC - Contracting for the 21st Century

The U. S. Training and Doctrine Command is the architect of America's Army for the future. We must prepare the Army for war and ensure TRADOC's capability to execute its mission. By the early 21st century, TRADOC must become an organization capable of:

- Developing consensus on doctrine enabling the army to operate with joint, multinational and interagency partners across the U.S. Army full range of operations.
- Conducting training and leader development instruction in and from the schoolhouse ... linked to soldiers and units in the operating force at distance locations.
- Generating the operational concepts, articulating materiel requirements and developing the force design structures which enhance the ability of soldiers and units to accomplish their missions.
- Developing leaders at all levels who are confident, competent and adaptive to lead and command in the early 21st century.
- Maintaining the physical infrastructure - expending resources on the highest priority needs- to sustain a high quality of life for all members of our TRADOC team.

TRADOC Contracting must be ready and capable of providing the support necessary to accomplish this mission, maintaining the flexibility and agility needed to make adjustments to meet the 21st century challenge. Our Strategic Plan describes our vision , our mission, our organizational values, our core processes that achieve the mission, and our Strategic Goals. We have added our current Business System Performance Assessment as an attachment. Our Strategic plan includes efforts to close the gaps revealed by this assessment and our steady improvement.

Our Strategic plan is a work in progress. It will always be such as we grow as an organization and accept new challenges and new ideas.

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II. VISION

Provide "world-class" contracting support to the US Army by executing and administering contracts that assure the best value products and services are delivered at the right place, at the right time and at the right cost, . . . every time.

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III. MISSION

To provide contracting oversight, policy development, mission contracting, acquisition management and career program management for all TRADOC contracting activities.

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IV. VALUES

People - our organization is centered on people, training them, providing them the tools to do their job and caring for them.

Creativity - accomplishing our demanding missions with innovative and original solutions to complex problems.

Competence - our missions demand we constantly maintain the highest levels of managerial and technical competence - continuous improvement is our trademark.

Courage - our service requires uncompromising moral and physical courage under all conditions.

Integrity - our nation expects an acquisition work force that can be trusted with the most difficult acquisition programs and process while safeguarding public funds, that can be trusted to guard the nation's values, and that will operate to the highest moral standards.

Empowerment - we empower our work force with the authority commensurate with the responsibilities, to make the right business decisions at the lowest levels.

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V. STRATEGIC GOALS

1. LEADERSHIP GOAL:

To create and sustain a culture of continuous performance improvement which emphasizes trust, teamwork and pride. Key to this improvement is the integration of this culture throughout the organization, applied with a customer orientation in daily operations and practiced in all aspects of acquisition management. To attain this goal we must:

A. Assure PARC senior leaders are visible, accessible and committed to improvement related activities.

B. Effectively communicate our mission and our goals in order to foster cooperation, teamwork and a sense of ownership in achieving each goal.

C. Allocate resources to build and sustain true performance improvement efforts.

D. Integrate improvement goals through planning, organizational structure and staffing, command support, equipment management, and training.

E. Promote a system to encourage cooperation and teamwork as well as participation by organization members from all levels and functions in developing plans, implementing improvements, collecting data, achieving goals and sharing feedback.

F. Promote partnering/teaming

G. Promote use of "Good Business Judgment".

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2. STRATEGIC PLANNING GOALS

To implement and maintain both long range and short range plans that are in concert with acquisition, Department of the Army, Training and Doctrine Command, and Deputy Chief of Staff for Base Operations Support. Key elements of this goal are to:

A. Implement a clear and concise strategic plan to serve as an umbrella for the TRADOC PARC strategic system for use in the PARC office as well as to serve as a communication tool to outside organizations. The plan will evolve as we receive future mission requirements data, customer satisfaction information and internal performance measurements. It will be the basis for the PARC short range plan.

B. Implement a clear and concise short range plan to provide goals targeted for a one year time span for use in the PARC office and associated installation contracting support organizations. The short range plan will serve as a communication tool to outside organizations to reflect our immediate future plans. The "PARC Plan" will serve as the guide to identifying and describing the methodology for problem solving in the short term one year time span.

C. Communicate both long and short range plans to PARC staff as well as outside organizations.

D. Remove barriers and unnecessary levels of approval and coordination.

E. Support risk management vs. risk aversion.

F. Develop quality installation support and manage available resources.

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3. CUSTOMER FOCUS AND SATISFACTION

Our goal is to develop and maintain strategies to accurately address current customer needs and identify future change. Key factors to accomplish this goal are to:

- A. Develop, maintain and improve a workable methodology to accurately determine current, real-time customer satisfaction.
- B. Determine cause and correct trends toward any customer dissatisfaction.
- C. Publish and/or circulate customer information articles.
- D. Improve communication with customers.

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4. INFORMATION MANAGEMENT GOAL:

To use data and information to ensure a system focused on continuous improvement and integration of change. We will continue to:

A. Examine and improve our use of data and information for planning, day-to-day management and performance improvement.

B. Assure we are collecting, analyzing and integrating the most current and correct data related to:

1. Knowledge of our customer and his needs
2. Service performance data
3. Process and performance measures
4. Resource management

C. Determine the most appropriate method(s) for collecting and analyzing data.

D. Fully leverage information technology by obtaining optimum hardware and software.

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5. HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT GOALS

Effective management and development of our most important resource, our people is a primary PARC goal. Our goal is to build and maintain an environment for trust, teamwork and performance excellence which satisfies the needs and requirements of the PARC staff, TRADOC and the Army Acquisition Corp. To accomplish this goal we will:

- A. Develop Individual Development Plans (IDP) for each member of the PARC staff focusing on skills and training needs assessment, organizational needs and cross training requirements to meet future customer requirements.
- B. Identify and schedule training needs of IDPs.
- C. Develop ways to link team and individual member performance to promotion, compensation, rewards and recognition.
- D. Search for and support organizational/individual morale builders.
- E. Foster PARC and DOC staff comprehensive training and education effort which will support the needs of individual members and teams. Include a broad spectrum of job skills and performance improvement training as well as professional and continuing education courses. In addition to our mandated Acquisition Corp requirements, the comprehensive training plan will include leadership, project management, teamwork, problem solving, interpreting and using data, meeting customer requirements, process analysis and organization member education.
- F. Implement and maintain a "quality of life" team to foster PARC personnel well-being and employee satisfaction.
- G. Pursue conversion of 1105 series personnel to 1102 series.

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6. PROCESS MANAGEMENT

The goal is to consistently deliver high levels of operational performance. We will continuously examine the organizations overall process management, from the design and introduction of new process to continuous improvement of existing processes. To do this we will:

A. Create a business and operational environment that continuously strives to understand and meet the customer's requirement.

B. Analyze, develop and improve key processes which are needed to effectively perform our mission in an ever-changing environment.

C. Effectively manage support services to assure mission accomplishment. Key elements are, marketing our services, planning for future budget needs, travel requirements, information technology support, workplace requirements.

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7. BUSINESS RESULTS

The goal is to measure our success using performance levels and trends for things that truly matter to the TRADOC customer and the acquisition organization. We must strive to use "real time" measures of progress for evaluating and improving processes and operations. The goal is to properly use measurements to evaluate and improve processes resulting in a strong positive correlation with customer satisfaction and mission effectiveness. In order to effectively assess our business processes we will:

- A. Design, use and constantly improve metrics which measure customer satisfaction, efficiency and mission effectiveness.
- B. Analyze historical data for trends and properly use resulting data to improve future operations.
- C. Improve and streamline data collection methodology to obtain better accuracy and reliability, properly linked to our performance improvement.
- D. Properly measure and enhance efficiency, productivity and resource management results.
- E. Constantly measure the success of our ability to know our customers, understand their current requirements and anticipate their future needs.
- F. Evaluate, incorporate and adapt Army Performance Measures and Implementation Plan into our performance measurement plan.

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VI. STRATEGIC SYSTEM

1. ASSESSMENT:

A. Assessment Methodology: Attachment 1

B. Assessment Methodology Core
Processes: Attachment 2

C. Business System Performance
Assessment 1997: Attachment 3

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2. SHORT RANGE PLAN

- A. Participation in acquisition work force personnel demonstration project.
- B. Command Competition Program - Establish high but achievable competition goals for installations, review and monitor locally approved Justifications and Approvals (J&As), work with installations to improve quality of J&A's submitted for TRADOC Competition Advocate or high approval.
- C. Commercial Item Purchasing - Develop a reporting system to track commercial item purchases, continue to provide training and information to installation or lessons learned for commercial item purchases.
- D. IMPAC Purchase Card Program - Continue to foster IMPAC goals and work with installations to achieve established goals.
- E. Communicate and plan for changes that impact work force.
- F. Encourage teaming to foster exchange of ideas.
- G. Conduct frequent training to apprise work force of latest acquisition changes.
- H. Continue to improve electronic communications and capabilities with the TRADOC acquisition community.
- I. Implement the restructuring of TRADOC acquisition in the most effective and non-obtrusive way possible.
- J. Determine the most effective method of determining future resource allocations as we implement the restructured TRADOC contracting organization.
- K. Encourage high performance standards for each TRADOC DOC by updating criteria of the Barbara Jones Memorial Award for Excellence in TRADOC Contracting to achieve a truly objective selection process which will assure small and large installations have an equal opportunity to gain recognition.
- L. Keep employees informed and encourage suggestions/input.

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3. PROGRESS REVIEWS

A. Progress reviews will be held internal to the PARC office once a quarter. May also be scheduled on an "as needed" basis for special concerns.

B. Progress reviews with entire TRADOC acquisition staff may be held annually as needed, or on special subjects, i.e. as a part of the TRADOC Acquisition Workshop.

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ATTACHMENT 1:

ASSESSMENT METHODOLOGY

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ATTACHMENT 2

CORE CONTRACTING PROCESSES

I. Strategic Management

- A. Strategic Planning
- B. Acquisition Reform Implementation
- C. Acquisition Processes Reengineering

II. Acquisition Management

- A. Acquisition Planning
- B. Acquisition Guidance and Procedures
- C. Personnel Management
- D. Training
- E. Education
- F. Contracting Automation and Information Technology
- G. Consolidation / Master Contracts
- H. IMPAC Card Program
- I. Commercial Activities

III. Business Analysis

- A. Cost and Price Analysis
- B. Acquisition Process Analysis

- C. Source Selection Support
- D. Market Survey

IV. Contract Award

- A. Formal Source Selection
- B. Negotiated Contracts
- C. Sealed Bid
- D. Commercial Items
- E. Simplified Acquisition

V. Contract Administration

- A. Service Contracts
- B. Supply Contracts
- C. Construction Contracts
- D. Quality Assurance
- E. Payment
- F. Close-out

VI. Technical Assistance

- A. Customer Education
- B. Performance Work Statement / Specification Development
- C. Contractor Education and Development
- D. Procurement Process Assistance

VII. Delegated Contracting Officer Authority/ Representation

- A. Contracting Officer's Representative Training
- B. Ordering Officer Training
- C. Integrated Product Team Training

VIII. Risk Analysis and Mitigation

- A. Justifications and Approvals
- B. Protests
- C. Disputes
- D. Claims
- E. FOE Requests

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ATTACHMENT 3:

CURRENT BUSINESS SYSTEMS PERFORMANCE ASSESSMENT